

*Creating Directive and Supportive Questions for Observable Behaviors of the
Iowa Standards for Schools Leaders Standards and Criteria*

Iowa Evaluator Approval Training Program II: Evaluation of Administrators

Name: _____

Directions: Find the section of the document which is the same that you completed for the first assignment in regards to Iowa Leadership Standards and Criteria.

Develop directive and supportive questions that could be asked to support the identified standard/criteria.

Feeling ambitious??? – complete questions for Standard 4, too!!!

Save as: (Your Name), Module 3, Directive and Supportive Questions.

Upload to the Wiki site (Module 3) in the area on the page as the assignment is noted.

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Standard 1 – Shared Vision

Standard 1: An educational leader promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. (Shared Vision)	Questions: Directive	Questions: Supportive
The administrator: a. In collaboration with others, uses appropriate data to establish rigorous, concrete goals in the context of student achievement and instructional programs.		
a. Uses research and/or best practices in improving the educational program.		
c. Articulates and promotes high expectations for teaching and learning.		
c. Aligns and implements the educational programs, plans, actions, and resources with the district's vision and goals.		

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c. Provides leadership for major initiatives and change efforts.		
c. Communicates effectively to various stakeholders regarding progress with improvement plan goals.		

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Standard 2 – Culture of Learning

Standard 2: An educational leader promotes the success of all students by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional development. (Culture of Learning)	Questions: Directive	Questions: Supportive
The administrator: a. Provides leadership for assessing, developing, and improving climate and culture.		
a. Systematically and fairly recognizes and celebrates accomplishments of staff and students.		
a. Provides leadership, encouragement, opportunities, and structure for staff to continually design more effective teaching and learning experiences for all students.		
a. Monitors and evaluates the effectiveness of curriculum, instruction, and assessment.		

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a. Evaluates staff and provides ongoing coaching for improvement.		
a. Ensures staff members have professional development that directly enhances their performance and improves student learning.		
a. Uses current research and theory about effective schools and leadership to develop and revise his/her professional growth plan.		
a. Promotes collaboration with all stakeholders.		
a. Is easily accessible and approachable to all stakeholders.		
a. Is highly visible and engaged in the school community.		
a. Articulates the desired school culture and shows evidence about how it is reinforced.		

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Standard 3 - Management

Standard 3: An educational leader promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment. (Management)	Questions: Directive	Questions: Supportive
The administrator: a. Complies with state and federal mandates and local board policies.	How often do you refer to the Board Policy Manual when dealing with situations? Have you ever strayed from Policy in making decisions?	Is there some way I can help keep you updated on mandates that would be a benefit to you? What, if any, board policies do you feel we need to examine and possibly revise that would be a benefit to the school?
a. Recruits, selects, inducts, and retains staff to support quality instruction.	What criteria do you primarily consider when choosing applicants for interviews? What factors do you rely heavily upon when selecting a new staff member?	How can I assist you in maintaining staff morale during these budget cuts to assure retaining our teachers? What assistance can I give you in filling the openings we have with highly qualified people?
a. Addresses current and potential issues in a timely manner.	Give me some examples of recent issues you feel you addressed timely and efficiently. Has there been a recent issue that you wish you would have handled differently?	On days when issues seem to be overwhelming, how can other administrators and myself help you keep your head above water?
a. Manages fiscal and physical resources responsibly, efficiently, and effectively.	Explain the process you use in the purchase of materials for teachers from PO to ordering. What factors do you consider in making the decision to approve or not approve a purchase request?	Would it be beneficial for you and I to discuss ways for you to further cut expenditures during these tough financial times? How can I assist in helping teachers understand the impact of the budget cuts and ease the stress of staff?
a. Protects instructional time by designing and managing operational procedures to maximize learning.	Explain the primary factors considered in developing a good working class schedule. Are teachers given time to collaborate during the school day or week?	Are there ways we can schedule more collaborative time for teachers without impacting instruction time and if so, how can I help in making this possible?

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a. Communicates effectively with both internal and external audiences about the operations of the school.	What is your primary means of communicating with staff? Do you schedule regular teachers' meetings? What is the primary means of communicating with parents?	Is it possible for you and I to develop effective newsletter or newspaper articles to promote the educational programs and inform the public of the district's financial hardships? Do you have any ideas how we can assure parents that during the financial crisis, our education of students will remain a primary focus?
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Standard 4 – Family and Community

Standard 4: An educational leader promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs and mobilizing community resources. (Family and Community)	Questions: Directive	Questions: Supportive
<p>The administrator:</p> <p>a. Engages family and community by promoting shared responsibility for student learning and support of the education system.</p>		
<p>a. Promotes and supports a structure for family and community involvement in the education system.</p>		
<p>a. Facilitates the connections of students and families to the health and social services that support a focus on learning.</p>		

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a. Collaboratively establishes a culture that welcomes and honors families and community and seeks ways to engage them in student learning.		
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Standard 5 - Ethics

Standard 5: An educational leader promotes the success of all students by acting with integrity, fairness, and in an ethical manner. (Ethics)	Questions: Directive	Questions: Supportive
The administrator: a. Demonstrates ethical and professional behavior.		
a. Demonstrates values, beliefs, and attitudes that inspire others to higher levels of performance.		
a. Fosters and maintains caring professional relationships with staff.		
a. Demonstrates appreciation for and sensitivity to diversity in the school community.		

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a. Is respectful of divergent opinions.		
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Standard 6 – Societal Context

Standard 6: An educational leader promotes the success of all students by understanding the profile of the community, and responding to and influencing the larger political, social, economic, legal, and cultural context. (Societal Context)	Questions: Directive	Questions: Supportive
The administrator: a. Collaborates with service providers and other decision makers to improve teaching and learning.		
a. Advocates for the welfare of all members of the learning community.		

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a. Designs and implements appropriate strategies to reach desired goals.		
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